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## PSYCHOLOGICAL DETERMINANTS AND DYNAMICS OF EMOTIONAL EXHAUSTION OF ECONOMIC PROFESSIONALS IN THE CONDITIONS OF WAR AND POST-WAR RECOVERY (REGIONAL ASPECT)

## ПСИХОЛОГІЧНІ ДЕТЕРМІНАНТИ І ДИНАМІКА ЕМОЦІЙНОГО ВИСНАЖЕННЯ ФАХІВЦІВ ЕКОНОМІЧНОГО ПРОФІЛЮ В УМОВАХ ВІЙНИ ТА ПОВОЄННОГО ВІДНОВЛЕННЯ (РЕГІОНАЛЬНИЙ АСПЕКТ)

*In the conditions of a full-scale war between the Russian Federation and Ukraine, economic specialists (accountants, economists, employees of state statistics agencies) perform a critically important function of ensuring the financial stability and information security of the state. However, their activities are accompanied by unprecedented psychological pressure, caused by a combination of high professional responsibility (fines, deadlines, data accuracy) and existential threats (shelling, occupation, energy crisis). The problem becomes especially acute in front-line regions, where professional stress is superimposed on the vital fear for life. Neglecting the psychological state of these specialists threatens to reduce the quality of management decisions and personnel collapse in the public sector. The purpose of the work is to identify the specifics, dynamics, and determinants of emotional burnout syndrome in economic service specialists under martial law (using the example of the Kherson region) and to develop a scientifically based model of its prevention. The article provides a comparative analysis of the stress factors of economists' work in rear and front-line regions. It was found that for specialists in the Kherson region, the key triggers of exhaustion are not the volume of work, but the logistical impossibility of its performance (lack of communication, destruction of primary documentation) and the conflict between the instinct of self-preservation and professional duty ("hyper-responsibility for the number"). The phenomenon of "double traumatization" of the team is described: for workers in the occupation/ combat zone, the stressor is the threat to life, and for relocated workers, the "survivor syndrome" and a sense of guilt, which provokes compensatory workaholism. Using the example of the work of the State Administration during the occupation of 2022, the unique experience of preserving state registers and the psychological price paid by specialists for performing their professional duty underground are analyzed. The practical significance of the work lies in the possibility of implementing the developed recommendations in the activities of government institutions and private companies to preserve human resource potential in conditions of a protracted crisis.*

**Keywords:** emotional exhaustion, professional burnout, economic security, labor psychology, martial law, statistical bodies, resilience, Kherson region.



*В умовах повномасштабної війни РФ проти України фахівці економічного профілю (бухгалтери, економісти, працівники органів державної статистики) виконують критично важливу функцію забезпечення фінансової стабільності та інформаційної безпеки держави. Проте, їхня діяльність супроводжується безпрецедентним психологічним тиском, зумовленим поєднанням високої професійної відповідальності (штрафні санкції, дедлайни, точність даних) та екзистенційних загроз (обстріли, окупація, енергетична криза). Особливою гостротою проблема набуває у прифронтових регіонах, де професійний стрес накладається на вітальний страх за життя. Нехтування психологічним станом цих фахівців загрожує зниженням якості управлінських рішень та кадровим колапсом у державному секторі. Мета роботи полягає у виявленні специфіки, динаміки та детермінант синдрому емоційного вигорання у фахівців економічних служб в умовах воєнного стану (на прикладі Херсонської області) та розробці науково обґрунтованої моделі його профілактики. У статті здійснено порівняльний аналіз стрес-факторів роботи економіста у тилowych та прифронтових регіонах. Виявлено, що для фахівців Херсонщини ключовими тригерами виснаження є не обсяг роботи, а логістична неможливість її виконання (відсутність зв'язку, знищення первинної документації) та конфлікт між інстинктом самозбереження і професійним обов'язком («гіпервідповідальність за цифру»). Описано феномен «подвійної травматизації» колективу: для працівників в окупації/зоні бойових дій стресором виступає загроза життю, а для релокованих працівників — «синдром вцілілого» та почуття провини, що провокує компенсаторний трудовоголізм. На прикладі роботи статуправління під час окупації 2022 року проаналізовано унікальний досвід збереження державних реєстрів та психологічну ціну, яку сплатили фахівці за виконання професійного обов'язку в підпіллі. Практична значущість роботи полягає у можливості імплементації розроблених рекомендацій у діяльність державних установ та приватних компаній для збереження кадрового потенціалу в умовах затяжної кризи.*

**Ключові слова:** емоційне виснаження, професійне вигорання, економічна безпека, психологія праці, воєнний стан, органи статистики, резильєнтність, Херсонський регіон.

**Formulation of the problem.** The current stage of development of the Ukrainian economy is characterized by an unprecedented level of turbulence. Economic specialists – from chief accountants of enterprises to employees of state statistical bodies – have found themselves at the epicenter of double pressure. On the one hand, these are requirements for accuracy, scrupulousness and compliance with legislation, which is dynamically changing. On the other – existential threats associated with the war: security risks, blackouts, loss of infrastructure and human capital.

The relevance of the study is due to the fact that the "human factor" in the economy is becoming critically vulnerable. An economist's or statistician's mistake caused by emotional exhaustion can lead to erroneous management decisions at the regional or state level. The problem becomes particularly acute in frontline regions (Kherson, Zaporizhia, Kharkiv regions), where specialists are forced to perform highly complex intellectual work to the sounds of explosions or in conditions of temporary occupation and subsequent de-occupation.

If deadlines and tax audits were considered the main stressors for economists until 2022, today the main ones are "witness trauma", chronic fatigue and information overload. Research into the emotional state of employees of such specific structures as statistical bodies is important, since they provide the information foundation for the country's recovery, while remaining the "invisible front" of economic defense.

**Analysis of recent research and publications.** The problem of professional burnout is not new to science, but Ukrainian realities of recent years force us to reconsider classical approaches.

Thus, during the COVID-19 pandemic, Ukrainian scientists (O. Kokun, L. Karamushka) focused on "technostress." For economists, the transition to remote work became a challenge: the blurring of working hours and the need to master new platforms (Zoom, M.E.Doc, cloud services) led to increased anxiety [4, 5].

Modern research (N. Vlasova, I. Melnyk) focuses on the survival of a professional in extreme conditions. Scientists note that economists have a mechanism of "delayed life": they continue to calculate salaries and submit reports even from bomb shelters, ignoring their own psychological needs [2, 6].

**The purpose of the article** is to determine the specifics, level and dynamics of emotional exhaustion of economic specialists under martial law, as well as to develop practical recommendations for the psychological rehabilitation of personnel (using the example of civil servants in the economic sector of the Kherson region).

**Presentation of the main material.** The professional activities of an economist, accountant, statistician belong to the type of professions “Man – Symbolic System” and “Man – Man”. This creates the prerequisites for a specific cognitive-emotional dissonance. An economist must be dispassionate (figures require a cool head), but as a person he is in a state of hyperemotionality due to the war.

The analysis of empirical data and theoretical approaches allows us to build a comprehensive model of the pathogenesis of professional burnout in economic specialists (accountants, economists, employees of statistical agencies). This process is not a one-time event, but a chain reaction, where external circumstances are transformed into internal psychological states through the prism of personal perception.

Block 1. External stressors (burnout triggers). The first stage of the mechanism is the influence of external determinants that act as stress catalysts. For economic personnel in today's conditions (in particular, in the Kherson region), the cumulative effect of three groups of factors is characteristic:

- regulatory and legal turbulence (“Legislative chaos”). The specificity of the economist's work is the need to operate in a clear legal field. However, in conditions of martial law, the legislative framework is characterized by high dynamics and unpredictability. Constant changes to the Tax Code, new rules for booking employees, changes in statistical reporting forms create the effect of cognitive overload. The specialist is forced to constantly be in a state of learning and checking the relevance of knowledge, which depletes cognitive resources even before the start of direct duties. The situation is complicated by the fact that new norms often have a retroactive effect in time or contradict each other.

- a vital threat (Safety factor). Unlike peacetime, when stress was limited to the workplace, current conditions (shelling, occupation, mine danger) create a permanent background of anxiety for life. For specialists working in Kherson or remotely from front-line zones, work to the sounds of sirens is typical. This leads to physiological exhaustion: the body constantly secretes cortisol, trying to be ready to escape, while the brain has to perform precise mathematical operations. Such dissonance is critical for the psyche.

- logistical and technical collapse. Modern economics and statistics are digital industries. The lack of electricity and Internet connectivity blocks professional activity. The economist falls into a trap: deadlines (report submission deadlines) remain unchanged, and the tools for their implementation become unavailable. The need to look for “points of invulnerability”, work at night when there is light, or catch mobile communication on rooftops turns a routine operation (for example, sending a payment) into a complex quest that requires excessive willpower.

Block 2. Personal reactions (cognitive assessment). External stressors do not affect everyone equally. The key filter is the personal assessment of the situation. Studies show that the most vulnerable are professionals with a certain psychotype:

- hyper-responsibility. Economists often perceive their role as a mission. The attitude “If I don't submit a report/pay salaries, people will be left without money” creates excessive psychological pressure. In wartime, this responsibility is magnified: the accountant feels guilty for payment delays, even if they are caused by objective circumstances (for example, blocking treasury accounts).

- perfectionism. The profession requires accuracy down to the last penny. A perfectionist strives for perfect order in documents, but war is chaos. The inability to achieve the ideal (lost primary documents, errors due to program failures) causes such people deep frustration and self-flagellation.

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– learned helplessness. This is a state when a specialist feels that nothing depends on his efforts. “Why should I bother to make reports if a rocket can fly into the office tomorrow, or the tax office will block the invoice anyway?” This cognitive attitude blocks motivation and is a direct path to apathy.

Block 3. Symptoms of burnout syndrome (according to the MBI model). Due to the prolonged exposure to stressors through the prism of personal attitudes, a classic triad of symptoms develops (according to K. Maslach):

– emotional exhaustion. This is the basic component. The specialist feels “empty”. Interest in legislative news disappears, morning fatigue appears (unwillingness to get out of bed), emotional tone decreases. The person performs work mechanically, without involvement.

– depersonalization (cynicism). A specific defensive reaction in professions of the “person-person” type. The economist begins to treat colleagues and clients as inanimate objects, sources of irritation. Formalism and bureaucratic callousness appear (“I have lunch”, “I can't help you, read the instructions”). This is an attempt by the psyche to save the remnants of emotions, fencing itself off from other people's problems with a wall of indifference.

– reduction of personal achievements. The specialist devalues his own work. In conditions of war, when cities are destroyed, working with statistical data may seem pointless (“Who needs my tables now?”). This leads to a decline in self-esteem and loss of professional identity.

Block 4. Consequences (organizational and personal). The final stage of the mechanism is the realization of burnout in destructive consequences:

– professional mistakes. An exhausted brain loses its ability to concentrate. For an economist, this is fatal: a mistake in one character, an incorrect calculation, a missed deadline. This leads to penalties for the company, which, in turn, increases the employee's stress (the “vicious circle” is closed).

– psychosomatic disorders. Emotional stress transforms into physical illnesses. The most common complaints of economists: hypertension, tension headaches, vision problems, gastrointestinal problems, insomnia.

– personnel losses (dismissals). The final stage is leaving the profession. This can be a “silent dismissal” (performing a minimum of work in actual absence) or a real dismissal, often with a complete change in the type of activity, which is a loss of qualified personnel potential for the state statistics system and the economy of the region.

Of particular scientific interest in the context of the study of emotional exhaustion is the unique experience of employees of the Main Department of Statistics in the Kherson region. This case is indicative, as it allows us to trace the dynamics of the transformation of professional identity and psychological state of specialists under the influence of extreme military factors. Employees of this institution found themselves in a situation that has no analogues in modern European practice of public administration.

Based on in-depth interviews and analysis of management activities, we identified three chronological stages of team traumatization, each of which is characterized by a specific set of stressors and psychological defense mechanisms.

Stage 1. Shock and cognitive dissonance (Beginning of the invasion and occupation (February–March 2022)).

The first stage is characterized by an acute stress reaction. For statisticians and economists, whose professional activities are based on clear algorithms, planning, and stability, the sudden chaos of war caused the destruction of a basic sense of security.

The key psychologically traumatic factor was the need to preserve confidential state information (respondent registers, databases of regional economic indicators) in conditions of direct threat of physical seizure of offices by the enemy. A deep intrapersonal conflict arose: professional duty: for years, specialists collected, systematized and preserved this data,

perceiving it as valuable. Wartime requirements – the need to physically destroy information carriers, server equipment or paper archives so that they do not reach the occupiers.

Economists and statisticians were forced to destroy the results of their many years of work with their own hands. Psychologically, this was perceived as an act of self-destruction of professional identity. The fear of not being able to keep up, the fear of being accused of collaborationism or, conversely, the fear of repression by the occupiers for “hiding data” created enormous nervous tension.

Stage 2. Splitting Reality: Work Under Occupation and Forced Emigration (April–October 2022). At this stage, the management team effectively split into two groups, each of which experienced a specific type of exhaustion.

Workers who remained in the occupation (“Underground Statistics”). This group of specialists was faced with the need to lead a “double life”. Remote work became the only way to communicate with the central apparatus (State Statistics Committee), but it carried a direct threat to life. It is important to emphasize technological stress here: the presence of Ukrainian specialized software, tokens, electronic keys (ECK) on a computer during searches by the occupation troops could be a sentence. Economists were forced to hide equipment, work at night, using VPN services to transmit reports. And there was also an economic dissonance: the introduction of the “ruble zone” by the occupiers and pressure on enterprises created a situation where official Ukrainian statistics (which specialists continued to maintain) radically diverged from the visual reality outside the window.

Workers who left (IDPs and refugees). For this group, the main factor of burnout was the “survivor syndrome” and the loss of home. Performing work from safe regions or from abroad, they felt guilty towards their colleagues who remained in Kherson. The workplace was often limited to a laptop on their lap in the refugee center, which made it impossible to fully concentrate and led to rapid fatigue.

Stage 3. Resilience on the edge: de-occupation and work under fire (from November 2022). After the liberation of the right-bank Kherson region, a stage began that continues to this day. It is characterized by a return to work in conditions of destroyed infrastructure. Returning to dilapidated administrative buildings, where there is often no heating and broken windows, has become a test of endurance. Economists are forced to work under constant attacks from guided aerial bombs (CABs) and artillery. The specificity of Kherson (its proximity to the front line – the Dnieper River) is that the air raid warning signal often sounds after the explosions. This creates a state of permanent anxiety: a specialist cannot relax for a minute, waiting for a strike. In such conditions, performing intellectual tasks (compiling balance sheets, analyzing price indices) requires superhuman willpower, which leads to rapid depletion of cognitive resources. To clearly demonstrate the differences in working conditions and the level of environmental stress, we have developed a comparative table (see Table 1). It illustrates how standard professional challenges are transformed into existential threats in the conditions of a front-line region.

The empirical study was conducted from October to December 2024. Given the security situation and geographical dispersion of personnel, data collection was carried out remotely using secure communication channels (Google Forms, corporate messengers).

The sample (n=45) represents specialists from economic and statistical departments of state institutions of the Kherson region (in particular, the Main Department of Statistics and the departments of economics of the Regional State Administration).

- Gender composition: 88% women, 12% men (which corresponds to the general gender structure of the industry).
  - Age limit: The average age of respondents is 42 years, which indicates the maturity of the team and a high level of professional experience.
  - Location: 40% of respondents are located directly in the city of Kherson and the region (high-risk areas), 60% work remotely from other regions of Ukraine or from abroad.
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Table 1

**Comparative characteristics of stress factors in the work of an economist  
(all-Ukrainian and regional Kherson context)**

Group of factors	Standard conditions (rear regions)	Extreme conditions (Kherson region)	Level of impact on exhaustion
Organizational	Tight deadlines, scheduled inspections, reporting	Loss of primary documentation due to hostilities, physical destruction of offices, loss of server equipment and technology	Critical
Communicative	Work conflicts in the team, misunderstandings with clients/respondents	Loss of contact with colleagues, death or injury of employees, dispersion of the team across different countries	High
Technical	Scheduled power outages (4/4)	Complete lack of communications for weeks, the need to operate from generators in damp basements, the lack of stable mobile communication	Critical
Psychological	Situational anxiety, professional fatigue, routine	PTSD, phantom siren syndrome, fear of physical destruction in the workplace, emotional numbness	Critical

*Source: developed by the authors*

The main diagnostic tool used was V. V. Boyko's "Methodology for diagnosing the level of emotional burnout." This method allows not only to record the presence of stress, but also to determine at what stage of formation the dynamic stereotype of emotional behavior of the individual is.

The obtained data indicate a critical state of psychological health of the studied group. The results of the distribution of respondents by dominant phases are presented in Table 2.

Table 2

**Distribution of economist respondents in the Kherson region by phases  
of emotional burnout formation**

Stress phase (according to V. Boyko)	Dominant symptom in the group	Number of people (%)	Psychological characteristics of the specialist's condition
I. Voltage	"Caging" (Experience of traumatic circumstances)	20%	A state of acute anxiety, a feeling of hopelessness. The specialist constantly checks the news, cannot concentrate on numbers, feels fear of making a mistake that seems fatal. "Tunnel thinking" is characteristic.
II. Resistance	"Economy of emotions" (Inadequate selective emotional response)	45%	(The largest group). The specialist becomes emotionally "dry", communicates exclusively in the language of instructions. Avoids informal contacts, shows indifference to the personal problems of colleagues. Outwardly looks calm, but this is "the calm of a mannequin".
III. Exhaustion	"Emotional detachment" (Psychosomatic disorders)	35%	Complete apathy, loss of interest in work. There are pronounced psychosomatic disorders: hypertensive crises, migraines, exacerbation of chronic diseases. There is a persistent desire to escape "to nowhere."

*Source: developed by the authors based on their own research*

1. Phase “Tension” (20%). The fact that only a fifth of respondents are at the initial stage indicates the chronicity of the process. For most specialists, the stage of acute shock (which was at the beginning of 2022) has already passed, and stress has passed into a latent, protracted form. The symptom of “Caging” in state administration employees is manifested due to the inability to influence the situation: they are obliged to collect reports from enterprises that are physically destroyed or are under occupation, which creates a logical dead end.

2. Phase “Resistance” (45% – risk group № 1). The largest group is in a state of active psychological defense.

Occupational hazard: for a statistician or accountant, this stage is insidious. A person performs work “on the machine”, mechanically transferring figures from primary documents into summary tables. However, cognitive abilities (concentration of attention, critical thinking) are sharply reduced. The specialist ceases to notice anomalies in the data, logical inconsistencies, which for state statistics bodies threatens to distort the macroeconomic indicators of the region.

Social aspect: there is a phenomenon of “communicative stinginess”. State Administration employees, who previously actively consulted respondents by phone, now try to minimize any conversations, limiting themselves to formal replies. This is not a sign of poor upbringing, but a way to save the remnants of energy.

3. Phase “Exhaustion” (35%). A third of the team has actually lost its ability to work. This group has the highest level of morbidity. Economists complain that even after the weekend they feel tired (“Monday syndrome” turns into “every morning syndrome”).

During the qualitative analysis (interviews), a cognitive pattern specific to this professional group was identified, which we called “Hyper-responsibility for numbers”.

In the conditions of Kherson, this phenomenon takes on grotesque and tragic forms. Respondents describe situations when, during massive shelling (the “two-wall rule”), they continued to sit with laptops in the corridors, trying to send reports to Kyiv, catching an unstable Wi-Fi signal.

This internal conflict between the basic instinct of self-preservation (run for cover) and professional duty (report) is the most powerful catalyst for exhaustion. The body mobilizes all resources for survival, but the person spends them on intellectual work. As a result, a rapid energy collapse occurs.

The impact of the “Survivor Syndrome” and the dynamics of relationships in distributed teams. The war divided the labor collectives of the Kherson region geographically, which led to the emergence of new psychological barriers.

1. The guilt of those who left. Among specialists who work remotely from safe regions, pathological workaholicism is observed. Trying to drown out feelings of guilt towards colleagues who remained under fire, they: work 12–14 hours a day; take on the work of colleagues who have no electricity; refuse vacations (“How can I rest when Kherson is being bombed?”). Such compensatory behavior leads to a paradox: people who are in physical safety burn out faster due to self-induced pressure and the lack of the right to rest.

2. Latent conflict “Here and There”. Tension arises between the two parts of the team. Those who remained in Kherson may (consciously or unconsciously) feel resentment towards those who “fled”. Those who left feel alienated, as they no longer understand the context of daily survival in the city (where to buy water, how to get there without being shelled). For the head of the economic unit, this creates an additional managerial burden: he has to be not only a manager, but also a mediator who “stitches” the broken communication of the team.

Empirical data confirm that the emotional exhaustion of economists in the Kherson region has gone beyond the limits of classical professional stress. This is a complex state where war trauma, professional deformation and social disintegration of collectives are intertwined. The dominant “Resistance” phase (45%) is a “silent time bomb” that threatens the institutional capacity of statistical bodies in the near future.

Based on the analysis of the situation in the economic and statistical departments of the Kherson region, it becomes obvious that classical methods of preventing burnout (corporate events, vacations, standard psychological assistance) are ineffective in conditions of active hostilities and a constant threat to life. The specifics of the work of the statistical department require continuity of data collection and processing processes, which conflicts with the realities of the front-line zone. Therefore, it is proposed to introduce a comprehensive two-level prevention system that takes into account extreme working conditions.

At the management level of the Main Statistics Department and its structural divisions, it is necessary to make a transition from directive management to adaptive crisis management.

First, it is critically important to introduce flexible work schedules and asynchronous work modes. In the conditions of the city of Kherson, where electricity and Internet connection are unstable resources, the requirement to adhere to a strict office regime (from 08:00 to 17:00) is not only impossible, but also harmful. It creates additional stress due to the impossibility of fulfilling the order. The work of an economist-statistician should be evaluated solely by the final result (a report submitted on time, a correctly calculated index, a closed database), and not by the time of presence in the system. The employee should have the legitimate right to perform his duties during those hours when the security situation and the availability of communications allow it, even if it is evening or weekends.

Secondly, it is necessary to introduce a system of situational task rotation. Department heads should monitor the psycho-emotional state of subordinates. If an employee has experienced an acute phase of stress (for example, came under fire, suffered damage to their home, or lost a loved one), he is unable to perform complex analytical work that requires high concentration of attention. During such periods, it is advisable to temporarily release the specialist from responsible tasks (balance sheet preparation, analysis of dynamic series) and transfer him to more mechanical, routine work, or provide a short-term leave to restore the resource without bureaucratic delays.

Thirdly, a strategic step to ensure institutional stability is the creation of a system of “digital twins” (duplication of functions). Given the high risk of complete loss of communication with individual districts of the region or the city of Kherson, each critically important function (for example, collecting data on prices, monitoring the activities of enterprises) should have a backup. The optimal model is when the main specialist, who is in the risk zone, is insured by a colleague working remotely from a safer region of Ukraine. This will allow, in the event of force majeure, to instantly pick up the process of transferring data to the State Statistics Service, and most importantly, it will relieve Kherson employees of the burden of hyper-responsibility and fear of letting the team down at a critical moment.

For employees of statistical bodies and economists themselves, whose activities are related to the processing of large amounts of information, methods of individual self-regulation are proposed.

The priority task is to maintain strict information hygiene. The professional deformation of an economist often leads to the fact that he perceives news about the war as another stream of data for analysis. The tendency to constantly monitor news feeds (“dumscrolling”) depletes the cognitive resource necessary for working with numbers. A clear demarcation of time is recommended: working time is devoted exclusively to professional information, and viewing the news is carried out in strictly allocated time slots, avoiding the period immediately before bedtime.

It is also important to master the techniques of “grounding” and rapid stabilization. In conditions where the workplace may be in a shelter or corridor during an air alarm, specialists need to have simple tools for overcoming panic attacks and anxiety. Such methods include breathing exercises (for example, “square breathing”), muscle relaxation techniques and concentration on physical sensations. This allows you to reduce the level of cortisol in the blood and restore the ability to logical thinking, necessary to continue working with documents.

**Conclusions.** Summarizing the results of the study of the problem of emotional exhaustion of economic specialists in conditions of martial law, we can formulate the following conclusions:

Emotional exhaustion (professional burnout) among economists and employees of statistical bodies of Ukraine has transformed from an individual psychological problem into a threat to the institutional security of the state. The massive nature of this phenomenon, caused by the war, creates risks for the quality of management decisions based on economic and statistical data. Preservation of qualified personnel potential in this area is a matter of national security.

Using the example of specialists from the Kherson State Administration, it has been proven that in front-line zones, professional stress has a unique structure. It is characterized by a combination of high intellectual responsibility (requirements for data accuracy) with vital fear (fear of physical destruction). This “double pressure” leads to an accelerated depletion of the psycho-emotional resources of the individual.

It was found that the dominant phase of burnout among the studied group is the “Resistance” phase. It manifests itself through emotional coldness, formalization of contacts with respondents and colleagues, as well as through work in the “energy-saving” mode. The danger of this stage lies in its hidden nature: outwardly, the specialist continues to perform his duties, but loses the ability to critically analyze, which increases the likelihood of making professional errors in reporting.

Overcoming the problem of emotional exhaustion in the conditions of a long-term war is possible only through a radical change in the paradigm of personnel management in state institutions. A transition from a rigid bureaucratic control system to a human-centered support model is necessary. Creating a safe psychological environment, flexibility in processes and mutual assistance should become the basis of organizational culture, which will allow preserving both the mental health of specialists and the efficiency of the economic system of the region.

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